

Nature and severity of financial and administrative difficulties faced by Algerian construction contractors - a case study: the office of the National Union of Construction Contractors (UNEB) in Guelma Province -

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Abstract:

construction works occupy an important place, both economically, socially and culturally, for every individual who needs housing, which is one of his most basic rights and which is no less important than his need to work, which has led to a lot of work in the field of construction and because it has become a profitable activity, many people invest their money in companies called construction contracting companies, and in the face of the importance of the role played by construction contractors we find that they suffer from a lot of difficulties and obstacles; Through this research, we discovered these obstacles and difficulties and their degree of severity in the Algerian market by studying the state of construction companies at the level of the Guelma Province and what they are suffering in this area.

Keywords: contracting, building contracting, financial difficulties and challenges, administration difficulties and challenges.

Jel Classification Codes: L74 ;L78

I. INTRODUCTION

Construction and building projects are usually handled by professionals, and thus the involvement in the sector is very critical. The individuals concerned with constructing a house or any building include the contractor and engineers specializing in different types of building construction regarding architecture, structural engineering, electrical, gaseous and water supply, elevator installation, among others. There are also several other parties involved in the process, including real estate developers and technical inspectors.

One of the most vital legal instruments that govern construction activities is the construction contract, in which the obligation of the contractor and the employer are clearly stipulated in the execution of the project. A building and other fixed structures are generally constructed in three successive stages. This section will describe a feasibility study related to the building construction project in which an architect typically carries out his work under the contract between the architect and the employer as well, a type of contract dealing with building works. Then there is the implementation phase of construction whereby actual construction contractors implement the works resulting from an assigned contract by the employer. The final stage, when the construction is completed, is the handing over of the project to the employer.

In every stage of the construction process, there are certain responsibilities that both the employer and the contractor are supposed to handle, according to the construction contract that exists between them.

Construction projects have many problems associated with them, which are the focal point of this research. Therefore, This research will try to answer the following Research problem:

What is the nature and severity of financial and administrative problems faced by construction companies in Algeria ?

In trying to answer the above question; The research is divided in to three major sections, which are:

- The first part introduces a brief overview of construction contracting.
- The second part reviews the responsibilities of both the contractor and the employer according to the construction contract.
- The third section deals with the financial and administrative problems facing building companies, and it focuses on a case study about the construction sector in Guelma Province.

II. Section One: The Concept of Construction Contracting and Definition of Contracting

According to the European Union (2003), contracting refers to the ideas and methods that enable the creation and development of an activity through a combination of risk-taking, innovation, creativity, and efficiency in management within either a new or an existing enterprise ⁽¹⁾.

Knight defines contracting as an act that contributes to societal development and economic growth by assuming all associated risks. He distinguishes it from management, as managers do not bear the same liabilities. Additionally, a contractor must possess sufficient capital to support projects and ensure their continuity ⁽²⁾.

Contracting can also be understood as a productive unit that manufactures goods and distributes wealth and services. It combines various production factors with the goal of maximizing profit at the lowest possible cost. In the production process, contracting relies on labor and capital, this is further divided into technical capital and financial capital⁽³⁾.

More broadly, contracting is defined as asset of activities and initiatives aimed at establishing and developing a business, or more generally, creating a specific economic activity⁽⁴⁾.

Bruyat defines contracting as a relationship between the individual and value creation. This is an interactive relationship wherein the individual creates value in relation to his goals, capabilities, and distinctive features. In turn, value creation also affects the individual in terms of his behavior, beliefs, and interests ⁽⁵⁾.

1.1. Definition and Objectives of Construction Contracting

1.1.1. Definition of Construction Contracting

Construction contracting is the carrying out of a project in conformity with the specification and plans the contractor and the owner have agreed on which are included in a legal agreement called the construction contract. This agreement states that the owner will pay the contractor the agreed sum while the contractor will deliver the project as specified ⁽⁶⁾.

It includes the demolition of buildings, erection of new ones, addition to existing buildings, and all the necessary alterations that put them in line with the new requirements.

Construction contracting covers the furnishing of labor, equipment, materials, or supplies used or consumed in the design, construction, modification, renovation, repair, or maintenance of a building or structure. On the other hand, it excludes infrastructure projects that include but are not limited to highways, roads, bridges, dams, piers, related structures, or freestanding parking facilities ⁽⁷⁾.

1.1.2. Objectives of Construction Contracting

The main purpose of the construction contract is therefore, to provide goods and services to meet the needs of the consumers in the construction industry with the primary aim of profit maximization.

Another objective is to collaborate with companies and individuals on a turnkey contract, renovation, maintenance, and supervision works.

III. Section Tow: Rights and Obligations of the Contractor and the Employer in a Construction Contract

1. Concept of a Construction Contract

The Algerian Legislator gave the construction contract a special legal regime under the Civil Code, considering it as a nominate contract with an independent legal rule; this is what gave it an independent legal regime among other types of contracts. Like any contract, a construction contract is between two parties: the employer, who is the client, and the contractor. Each party has a different objective for entering into the contract; the contractor wants to make a profit and is therefore a commercial entity, while the employer is usually a Private individual or an on-commercial entity.

1.1. Definition of a Construction Contracting Arabic Jurisprudence

According to Dr.AbdulRazzaq Hussein Yass, a construction contract is defined as:

"A contract where by the parties agrees that one of them shall produce a specified thing or perform a certain work for the other, in consideration of a price, independently of the employer's management and supervision."⁽⁸⁾

1.2. Definition of a Construction Contracting French Jurisprudence

Professors Mazeauand Gheelar defines it as:

"A contract where by one party, called the contractor or work provider, undertakes to carry out work for another party, called the employer or client, who pays for such work, while remaining entirely independent and not acting as representative of the employer."⁽⁹⁾

1.3. Definition of the Contractor and Their Obligations in a Construction Contract

1.3.1. Definition of the Contractor

Linguistic Definition: in Arabic “mokawil” The word contractor is derived from the verb qaawala, which means to negotiate or discuss something amicably in detail⁽¹⁰⁾.

Terminological Definition: A contractor can be defined as a person who undertakes the construction of buildings or other immovable property on the basis of a design to be provided to him, in return for consideration, without being under the immediate supervision or management of the employer ⁽¹¹⁾.

Legal Definition(Algerian Law): According to Algerian law, a contractor is any natural or legal person registered in the commercial register under construction activities, either as an artisan or a qualified professional entity ⁽¹²⁾.

Kirzner's Perspective: Economist Israel Kirzner views the contractor as someone who must face the uncertainties of the market. Operating in an unpredictable environment, the contractor must develop skills to mitigate risks and seize business opportunities overlooked by others. Their key strength lies in foresight and vigilance to anticipate market demands ⁽¹³⁾.

1.3.2. Role of the Contractor in a Construction Contract:

The contractor is the immediate beneficiary of the construction contract because he enters into an agreement with the employer to carry out a particular project or perform specific work in consideration of receiving payment. The contractor receives his payment upon fulfilling his commitment of carrying out the work to be executed ⁽¹⁴⁾.

1.3.3. Difference between a Builder and a Construction Contractor:

It is key to note at this point that a construction contractor is not the same as just a builder. A builder without the term 'contractor' physically puts the structure together, lays the foundation, frames and roofs of building.

On the other hand, a building contractor is responsible for all the processes involved in construction projects. To further elaborate, it assumes the entirety of direct results of all the workers executing the project-at hand- a house, for example-and enters into any subcontracting that may be necessary for special parts of the work ⁽¹⁵⁾.

1.3.4. Contractor's Responsibilities within a Construction Agreement

A construction contractor plans, coordinates, and supervises all construction activities and is responsible for delivering the project within the agreed timeframe and budget. Their responsibilities encompass the entire construction process, ensuring the project is completed in accordance with the contract's specifications ⁽¹⁶⁾.

The contractor's core obligations include:

- Executing the Agreed-Upon Work: The contractor must complete the construction tasks as stipulated in the contract.
- Giving the project: The contractor has to give the work completed to the employer after completion.
- Providing good work quality: the contractor is obliged to make sure the finished work will last and stand well

Above-mentioned is not all obligations imposed on the contractor. In other instances, as may the terms of a construction contract be between contractor and employer may, there can be imposed further obligations on him.

IV. Section four: Financial and Administrative Challenges Facing Contractors in Guelma Province

1. Field Study Procedures

1.1. Research Methodology

It would also be critical as a branch of the descriptive, analytical, and historical approach to field study methodology. Such significance is obtained based on its power to give the historical outlook of the National Office of Construction Contractors while objectively describing phenomena from the data it would have collected. This method "involves scientific tools and techniques of collecting, comparing, analyzing, and interpreting data with the intent of attaining or reaching a complete scientific description of the case under study."

One of the most important methods of researching the descriptive, analytical, and historical approach is the case study method, which has been widely applied in different sciences to conduct an in-depth investigation into different fields of science.

1.2. Study Population and Sample

1.2.1. Description of the Study Location

The National Union of Construction and Urban Development Contractors is the national trade organization set up to meet the aspirations of professionals in

the construction sector. This organization was constituted under the auspices of the provision of Articles 90-14 concerning the exercise of trade union rights, as amended and supplemented, was officially recognized on June 2, 1990.

The union was registered under the same law with registration number 78 on 27th October 2001.

1.2.2. Study Sample and Data Collection

The research population used in this study was a partial survey where the researcher targeted only the contractors who were members of the National Union of Construction Contractors. The total number of contractors registered in the union's office was 170, from which a random sample of 40 contractors was selected.

A research questionnaire, in order to collect data from those 40 randomly selected contractors, was issued and 30 responses were obtained with a resultant response rate of 75%, while the remaining questionnaires that were not returned had, the reasons for non-return as follows;

- Negligence in filling up the form.
- Loss of form by the contractor.

The time spent on retrieving the questionnaires from the respondents was not the same for all; it took a minimum of two days and a maximum of ten days. Data collection lasted for the two months of April and May 2022.

1.2.3. Characteristics of the Sample Selected

The selected sample represents all qualification levels within the province, which helps in the completeness of assessing the challenges being faced by construction contractors, regardless of the size of their operations. This diversity allows the determination of the specific financial and administrative obstacles faced by construction contractors in Guelma Province.

Unretrieved Data	Retrieved Data	Distributed Data
10	30	40
25%	25%	100%

1.3.Data Collection Tools

1.3.1.The Interview:

Another tool that has been used for data gathering in this research study is the interview. An interview involves a free flow of questions and answers between an interviewer and an interviewee, either through the medium of a questionnaire,

which may be written, or through the use of conversation between two or more people. This may be done by discussing the subject of the research with one or a group of participants by the researcher to find out the facts helpful in our research.

1.3.2.The Questionnaire

The questionnaire is one of the most used instruments in data gathering because it involves, above all, implicit data available only to the participant. The questionnaire consists of a set of questions designed to explore the topic under investigation. These questions are based on previous research and studies, and they shall help in verification of the accuracy of the collected data through careful observation.

A questionnaire consists of a sheet with asset of question sinter-linked with the research topic. The answers are analyzed for the research purposes.

2. Analysis and Discussion

2.1. Personal Information

This section was meant to identify those taking part in the study. It consisted of six questions:

Question1: The aim was to determine the predominant gender in the construction sector in Gualma Province.

Question2: This question was meant to determine the age distribution of the people active in this sector.

Question 3: The objective was to get information about the years of experience each contractor has in the construction sector, thus understanding their professional background.

Question4:The question explored the level of education of the contractors and divided them into three groups of category in the construction sector. The first Bachelor's degree, second those with Master's or equivalent degrees, and the third less than Bachelor's degree or higher than Master's degree.

Question 5: The aim is to be able to understand the specific area of work for each contractor, despite the diversity in the construction sector ; Three key areas have been focused on by the researcher, which are public works, construction and urban development, and water resources and drainage.

Question 6: This question was to establish the qualification level of the contractor's business. The capital, equipment, and completed projects were some

of the factors used to measure this, and the scale was divided in to five levels based on the size of the contractor's business in Gualma Province.

2.2. Nature of Challenges Faced by Contractors

This section attempted to validate the nature of challenges that the respondents face with seven questions as outlined below:

Question 7: This question had two parts; the first part was trying to establish whether or not contractors face difficulties in doing their work. The second part was intended to establish the level of these difficulties using a five-point scale ranging from no difficulties to severe challenges.

Question8: In this question, both financial and administrative problems were tackled. In fact, by using an identical five-point scale for both problems, the intensity of each was taken into consideration.

Question9: The financial part was then elaborated more with types of possible difficulties a contractor can confront in this field. The scale was measuring the severity level of each.

Question10: Another administrative problem was still investigated herein, using the same scale for measuring its level of severity.

Question 11: This question sought to determine whether the challenges identified are considered by the respondents to be insurmountable or whether these challenges were viewed as tenable.

These segments thus provided a structured method of eliciting information on both personal and professional issues, as well as specific challenges faced by the contractors in the region.

Variable	Category	Frequency	Percentage
1. Gender	Male	30	100%
	Female	0	0%
2. Age	20-30 years	13	43.3%
	30-40 years	10	33.3%
	40yearsand above	07	23.3%
3.Professional Experience	Lessthan5 years	19	63.3%
	From6to15years	06	20%
	Morethan15years	05	16.7%
4.Educational Level	Bachelor's (Licensing)	10	33.3%
	Master's	04	13.3%

	Other levels	16	53.3%
5.Field of Work	Public Works	19	63.3%
	Construction	06	20%
	Water Resources	05	16.7%
6.Qualification Level	Level 1	11	36.7%
	Level 2	10	33.3%
	Level 3	05	16.7%
	Level 4	03	10%
	Level 5	01	3.3%

2.2.1.Analysis of the Table

a. Gender Distribution:

The table indicates that the total number of respondents was male contractors, and no females were found in the sample, 100%. This is probably due to the nature of the construction industry, and specifically the role of the project manager, which includes working for long hours, hence night work too. This position entails dealing with a male workforce, which goes against the social and cultural norms, especially in an Arabic country like Algeria, where women are inclined towards office jobs.

Age Group Distribution: The highest proportion of contractors, 43.3%, falls within the age of 20-30 years, followed by 33.3% between 30-40years, while 23.3% are above 40 years old. This high proportion of young contractors within the20-30years age bracket can be explained by government support programs aimed at youth entrepreneurship, such as the youth contractor support initiative. This trend also follows the high number of contractors who have less than 5 years of experience at 63.3%, because these initiatives also reflect the youths.

b. Educational Qualifications

33.3% of contractors are with Bachelor's degree qualification, 13.3% with Master's degree qualification, and 53.3% with other qualifications. This indicates that many contractors entered the work force at an early stage in their lives, out of necessity for exposure to practical work experience, aside from the fact that running businesses could not afford them much opportunity for further studies. The large number of contractors who have a qualification lower than a Bachelor's degree (53.3 percent) suggests that most could not study further because of

practical factors such as pressure from the newly started business. Area of Operations:

About 63.3% of the contractors are engaged in the public works sector, 20% in construction, and 16.7% in water and sewerage. Public works have the leading percentage due to the fact that most projects are found within this area, which often does not need much experience or high qualification level. This is also a reflection of the demand for public infrastructure within Algeria.

c. Qualification Level of the Firms:

The majority of the firms, 36.7%, are at qualification level 1, 33.3% at level 2, and 16.7% at level 3. Smaller percentages are at qualification levels 4 (10%) and above 5 (3.3%). This is consistent with the fact that most of those firms were established under the youth employment support programs and are generally involved in smaller-scale projects. As a result, these companies usually have lower qualification levels, reducing their ability to take on large or complex projects.

Overall, the data creates a picture of a young, largely inexperienced, and educationally diverse contractor base, which is primarily engaged in public works and small-scale projects. The challenges they face are heavily controlled by such aspects as their youth, limited experience, and the small scale of their businesses.

2.3: Nature and Scope of the Obstacles:

2.3.1. Existence of Obstacles: Preparation based on the results of the survey.

Statement	Frequency and Percentage (%)	
	No	Yes
	00	30
	00%	100%

It is interesting to note from the table that 100 percent of the respondents admit to having problems when operating their contracting firms. This fact is linked to various elements; the issues coming from the ways they have handled their business so far, but also from issues related to the current status of the entire industry.

2.3.2. Magnitude of the Encountered Obstacles: Preparation based on the results of the survey.

Answer	Frequency	Percentage (%)
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Difficulties and obstacles faced by Algerian construction contractors (pp 157 -175)□

Very Low	0	0
Low	2	6,7
Moderate	14	46,7
High	14	46,7
Very High	0	0

It can be noticed from the table that 46.7% of the contractors have very great difficulties in operating, whereas 46.7% of them believe that a moderate level of difficulty in managing their companies. The rest 6.7% represent that contractor who only feels light challenges in their activities. From this, it is deducible that several challenges are facing construction contractors.

2.3.3. The financial and administrative obstacles encountered: Prepared based on the output of the questionnaire.

Nature	Financial		Administrative	
	Frequency	percentage (%)	Frequency	percentage (%)
Very low	1	3,3	1	3,3
low	4	13,3	4	13,3
Moderate	10	33,3	17	56,7
high	15	50	8	26,6
Very high	0	0	0	0

From the table above, it is observed that only 3.3% of the surveyed contractors face very low difficulties in administrative and financial areas, and no contractor reports very high difficulties. That means a construction company faces a considerable number of obstacles at different levels of management.

It is also observed that 13.3% of the respondents have low administrative difficulties and 50% of them have low difficulties at financial levels, while only 26,6 % of the contractors surveyed face high difficulties in the administrative domain.

In the table below, 56.7% of the responding firms in the study mentioned the administrative domain as the area where they had the highest percentage of moderate difficulties.

From the same table, it becomes clear that 50% of the respondents declare high financial difficulties. This has been as a result of difficulty in accessibility to external finance among construction firms aside from the reality that most of the

contractors don't possess administration skills on finance management, in Guelma Province.

2.4. Obstacles encountered at the financial level: Prepared based on the survey results.

Phrases		Answers				
		Very Low	Low	Moderate	High	Very High
Obtaining Loans	F	1	7	15	6	1
	%	3,3	23,3	50	20	3,3
Customer Commitments to Payment Deadlines	F	0	3	16	11	0
	%	0	10	53,3	36,7	0
High Taxes	F	0	5	18	7	0
	%	0	16,7	60	23,3	0
Late Payment Penalties	F	2	6	10	12	0
	%	6,7	20	33,3	40	0
Project Installment Management	F	4	21	5	0	0
	%	13,3	70	16,7	0	0
Company Accounting Management	F	2	21	7	0	0
	%	6,7	70	23,3	0	0

From this table, it is seen that 50% of respondents receive moderate problems in their operations and experience, while 23% have low difficulties , and 20% whom face high difficulties in access to bank credit for current activities. This is partly because banks do not have a high level of confidence in businesses set up by the Youth Employment Support Fund, as the financial situation of some construction companies does not allow them to obtain external funding.

Furthermore, 53.3% of the responded survey participants a knowledge moderate difficulties in securing payments from the clients. As many as 36.7% also noted high difficulties concerning this aspect. The above trend cannot be justified scientifically. Except in extraordinary cases such as the bankruptcy of the contracting party, there search argues that non-compliance by the contracting party regarding payment dates as agreed upon may have resulted principally from the character and culture of the contracting party.

It is further said that 60% of the responding also have to face a moderate amount of financial problems created by the existence of such tax rates , when

23% of them who estimate high difficulties, "taxes imposed were somewhat high "and gave a substantial degree of financial troubles. This can be attributed to the respondents' misunderstandings of the applicable tax laws and errors in this respect, such as delaying the submission of the sales declaration, reporting erroneous sales figures, or delaying the payment of the said tax.

Correspondingly to 40% of the respondents view that the obstacles introduced by the system of penalties regarding delays are of a high level. On the other hand, 33.3% view the obstacles emanating from such fines are moderate, and only 6.7% view that the above-mentioned penalties would provide minimal problems to them, This is due to the way these fines are calculated, which may reach 10% of the total contributions.

The table also indicates that 70% of the respondents suffer difficulties in managing project installments, 16.7% face moderate difficulties while the remaining 13.3% report very minimal difficulties. This is because most contractors manage project installments basing on the stages of completing the projects.

Regarding accounting difficulties, the response shows that 70% of the respondents have obstacles, 23.3% experience moderate challenges, and 6.7% experience very low difficulties. This can be attributed to the practice that most contractors outsourcing accounting matters, by outside accountants.

2.5. Administrative Obstacles Encountered: Prepared Based on Survey Results

Statements		Answers				
		Very low	low	Moderate	high	Very high
Legislation related to environmental protection.	F	15	15	0	0	0
	%	50	50	0	0	0
Transparency in conducting tenders.	F	0	0	3	16	11
	%	0	0	10	53,3	36,7
Response of public	F	0	0	8	17	5
	%	0	0	26,7	56,7	16,7
Administrations of project installments.	F	4	21	5	0	0
	%	13.3	70	16.7	0	0

Evaluation criteria for granting projects.	F	0	13	15	1	1
	%	0	43,3	50	3,3	3,3

From the results in the table, it is observed that environmental protection regulations do not pose a huge threat to the operations of construction companies. Half of the participants 50%, considered these regulations as a very minor obstacle in their business operations, while the other half views them as creating a very low challenges. This is due to less attention practiced by public authorities to environmental protection; as such regulations have not been integrated into the current Public transactions law.

Moreover, the majority of the interviewed contractors reported that one of the problems relating to their businesses is the lack of transparency in tendering procedures. The percentages of 53.3% and 36.7% accordingly also regard this problem as a source of high or very high rate of obstacles, and only 10% regard it as an average rate of obstacles. This has a reflection in the usual practice of granting contracts through mutual agreement without resorting to open tenders.

On the issue of public administrations' not responding to the needs and demands of contractors in construction, 56.7% described this aspect as a source of many obstacles of importance. Then come those showing very many obstacles with 16.7%, followed by those presenting a moderate level of obstacles-26.7%. This would be due to the bureaucratic encumbrance; the volume of documentation required is unbearable for making up the filing dossier.

The table further shows that 50% of the respondents face average challenges in meeting the evaluation criteria, 43.3% face a few challenges, 3.3% face many, and another 3.3% face very many challenges. These challenges arise primarily due to a shortage in the needed expertise, in addition to the weak financial capability of the construction firms.

2.6. Possibility of Overcoming These Obstacles: Prepared Based on Survey Results.

Statement	Frequency and percentages%	
	Yes	No
Existence of difficulties in Overcoming these obstacles	25	5
	83,3	16,7

It can be observed from the above table that 63.3% of respondents face difficulties in overcoming the above-mentioned obstacles, while 16.7% are the contractors who did not face a problem in surmounting those obstacles. In fact, most of the contractors do not perceive any obstacles simply because the contractors in the area of Guelma Province, the construction firms lack administrative and scientific foundations regarding how to surpass these obstacles.

III. Conclusion

Despite the growth experienced within the last ten years by the construction sector, and the many support mechanisms created to help contractors embark on projects with ease, construction companies continue to face several problems that always hold them behind their growth. The root of the problem lies mainly in that construction companies are unable to structure themselves according to the current conditions of the sector, as the traditional methods of management followed by contractors lack the necessary administrative and financial skills needed to overcome the various obstacles they come across.

1. Study Results:

Analysis of the given responses by the participants has led to the realization that the construction firms in Guelma Province are still facing numerous challenges, most of which are:

- The contractor's lack of understanding of the surrounding environment, whether financial, legal, or administrative.
- A lack of skills in managing time, its constraints, and available resources.
- The contractor's insufficient leadership abilities, administrative competencies, and scientific expertise.
- Poor selection of, subcontractors, and external experts.
- The gap between the banking system and construction companies.
- The lack of coordination between public administration and the private sector.
- Poor project selection by contractors.
- The centralization or individualism in decision-making within the visited construction companies.

-Low levels of computer literacy, foreign language proficiency, and skills in handling correspondence, financial claims, and documentation among contractors.

-The heavy tax burden, despite promises from the authorities to reduce it.

-The lack of attention to project scheduling and time management.

2.Recommendations:

-Ensure that the financial compensation provided by construction companies is not an obstacle to selecting candidates with the necessary leadership, administrative, scientific, and knowledge-based competencies.

-Encourage contractors to hold regular meetings to discuss the causes of deficiencies and weaknesses, and to explore ways to overcome them with clarity and transparency.

-Grant more authority to the National Federation of Construction Contractors' offices so that all contractors can find solutions to obstacles without resorting to the judiciary.

-Encourage some construction companies to form internal alliances with other local or international companies to implement large-scale projects, thus facilitating the exchange of expertise and the adoption of the latest scientific methods in project management.

-Expand the establishment of professional training centers to equip workers in the construction sector with the necessary theoretical, scientific, and practical expertise.

-Move away from centralization in construction company management and adopt a style of delegation and participation.

-Manage the procurement process scientifically and select suppliers based on several factors, not only on the lowest price.

-Hire experienced financial experts in the field of construction to improve financial management.

-Authorities should increase transparency in tendering processes and make public administrations more flexible in their dealings with construction companies.

- The need for attention to the good study of projects and the development of logical timelines appropriate to the nature of each project, noting the adoption of the principle of inadmissibility of execution of a project in less than reasonable time whatever the expected profit margin.

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